People ☆ Readiness ☆ Transformation

Environmental Management Systems (eMS)

Leadership Briefing

Meeting the needs of the present without comprising the ability of future generations to meet the needs of the future.

AGENDA

- eMS Requirement and Guidance
- Benefits and Imperatives
- The real reason: Sustainability/Soldier Training
- The eMS Model, Policy and Parts
- eMS Metrics
- The Integrated Team
- The Environmental Quality Control Committee (EQCC)
- Ties to Other Metrics
- Leadership Support
- Summary

Mission

To acquire, manage, and distribute ARNG resources; develop and administer policies and programs; and serve as the "Channel of Communication" between the Army and the National Guard of the States, Territories and the District of Columbia for the ARNG Environmental Program.

Primary ARNG Environmental Program Goal

Through effective environmental management, enable maximum sustained use of training lands and facilities to train soldiers!

Environmental Management Systems — a requirement and a smart thing to do

Executive Order 13148 "By December 31, 2005, each agency shall implement an environmental management system at all appropriate facilities…"

Definition (ISO 14001)

The part of our overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for developing, achieving, reviewing and maintaining our environmental policy.

Goal (EO 13148)

Through development and implementation of environmental management systems, each agency shall ensure that strategies are established to Support environmental leadership programs, policies, and procedures and that agency senior level managers explicitly and actively endorse these strategies.

What is an appropriate Army/ARNG facility?

E.O. 13148 … By December 31, 2005, each agency shall implement an environmental management system at all *appropriate agency facilities* based on facility size, complexity, and the environmental aspects of facility operations…

- **HQDA has generated a proposed listing that is being coordinated for input and concurrence.**
- **The installation list may be revised based on feedback from the States and territories as they determine the scope of their individual EMS p**

> **The ARNG will implement at a minimum at the state / territory level and at selected major training sites at the discretion of each State Adjutant General.**

- **The installation list will define for the Army and EPA who has to comply with the eMS requirements of E.O. 13148**

eMS Guidance

- Executive Order (EO) 13148, "Greening the Government Through Leadership in Environmental Management" (April 2000)
- DASA(ESOH) Action Memorandum describing eMS requirements (13 July 2001)
- HQDA Memorandum describing eMS requirements (06 August 2001)
- DOD Policy describing eMS requirements (05 April 2002)
- DOD Policy describing eMS metrics (30 January 2003)
- HQDA Memorandum provides DA eMS policy (10 July 2003)

Benefits of an eMS

- Supports the Army's Design and Transformation.
- Supports and enables sustainable installations and operations which help to ensure long term use of training and maneuver areas.
- Proactive vs. reactive (compliance based to system based management) - improved performance with reduced liability.
- Environmental risk ownership – process owners take responsibility for their environmental impacts.
- More effective targeting of environmental management resources to reduce mission impacts and improve environment.
- Promotes our environmental ethic and stewardship commitment.
- Promotes a stronger working relationship with

eMS facilitates integration of environmental management into all missions and business practices.

The Army's/ARNG's Environmental Program Imperatives

- **Support *Readiness***
  - **Enhance the Well-Being of Army *People***
    - **Enable/Undergo *Transformation***

The Army/ARNG does this by…

- **Being good stewards**
- **Protecting the land**
- **Complying with the la**

Evolution of Environmental Management

apted from ALCOA Presentation, "Our Story," Pentagon, March 2001

* P2 = Pollution Prevention

Achieving Installation Sustainability — a smarter way of doing business

- **Army Environmental Sustainability**
  - **Sustainable Operations**
  - **Sustainable Land Management**
  - **Sustainable Infrastructure**

Environmental Management Systems are a <u>tool</u> to help achieve Sustainability

A Sustainable Installation…

"the long-term goal"

VCSA memorandum, Subject: Installation Environmental Compliance, dated 15 FEB 2002

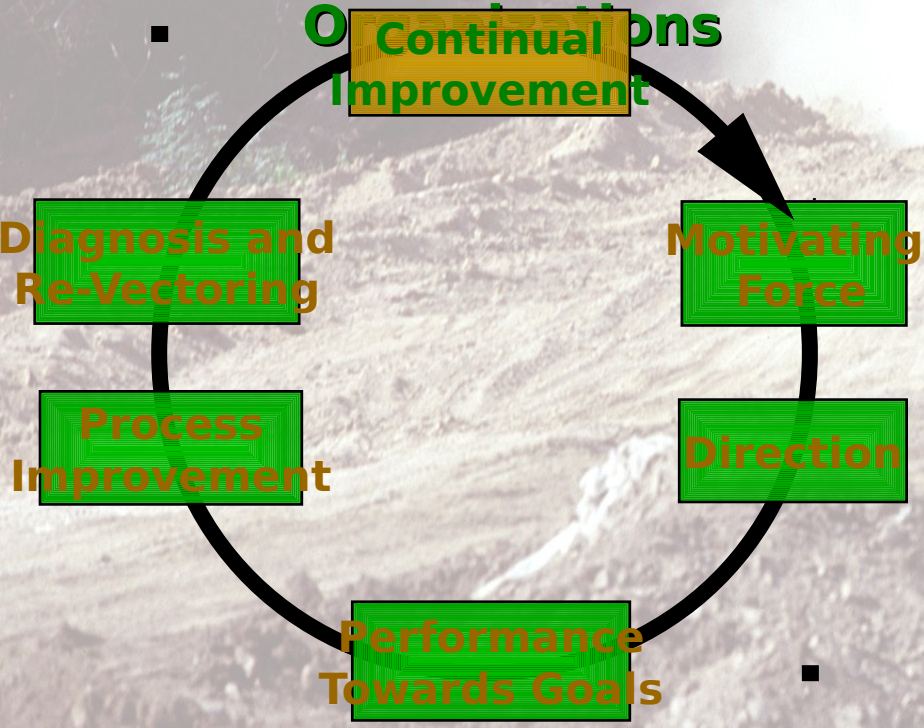
"2. Unless they are addressed in a proactive manner, environmental issues can lead to serious training restrictions and adverse mission impact. I expect each of you to develop and implement a formal management strategy that supports long-term mission sustainment. At a minimum, this strategy will focus on compliance, pollution prevention, and conservation to provide a mechanism for identifying new opportunities and defining ways to meet our stewardship responsibility as an integral part of our mission to maintain a trained and ready Army. This strategy will also include measurable goals and objectives.

While there is a concurrent Installation Sustainability Program initiative being developed at some Army installations to fulfill the VCSA's requirement, the ARNG intends to use the eMS process to develop our management strategy and to determine long-term goals and objectives.

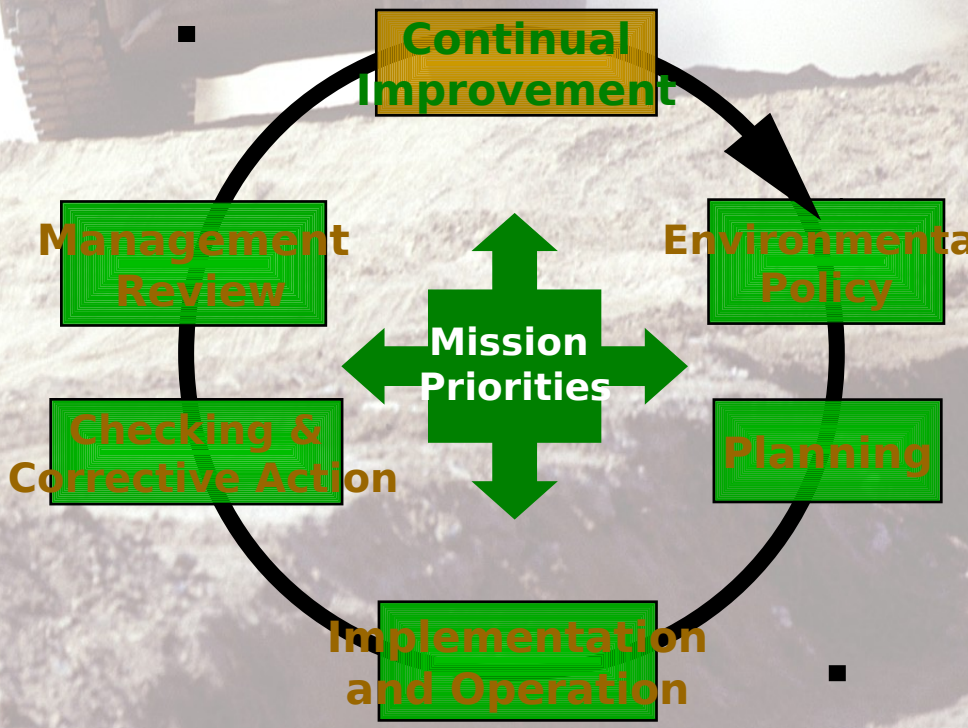
The eMS Model… 5 Major Parts

Plan - Do - Check - Act

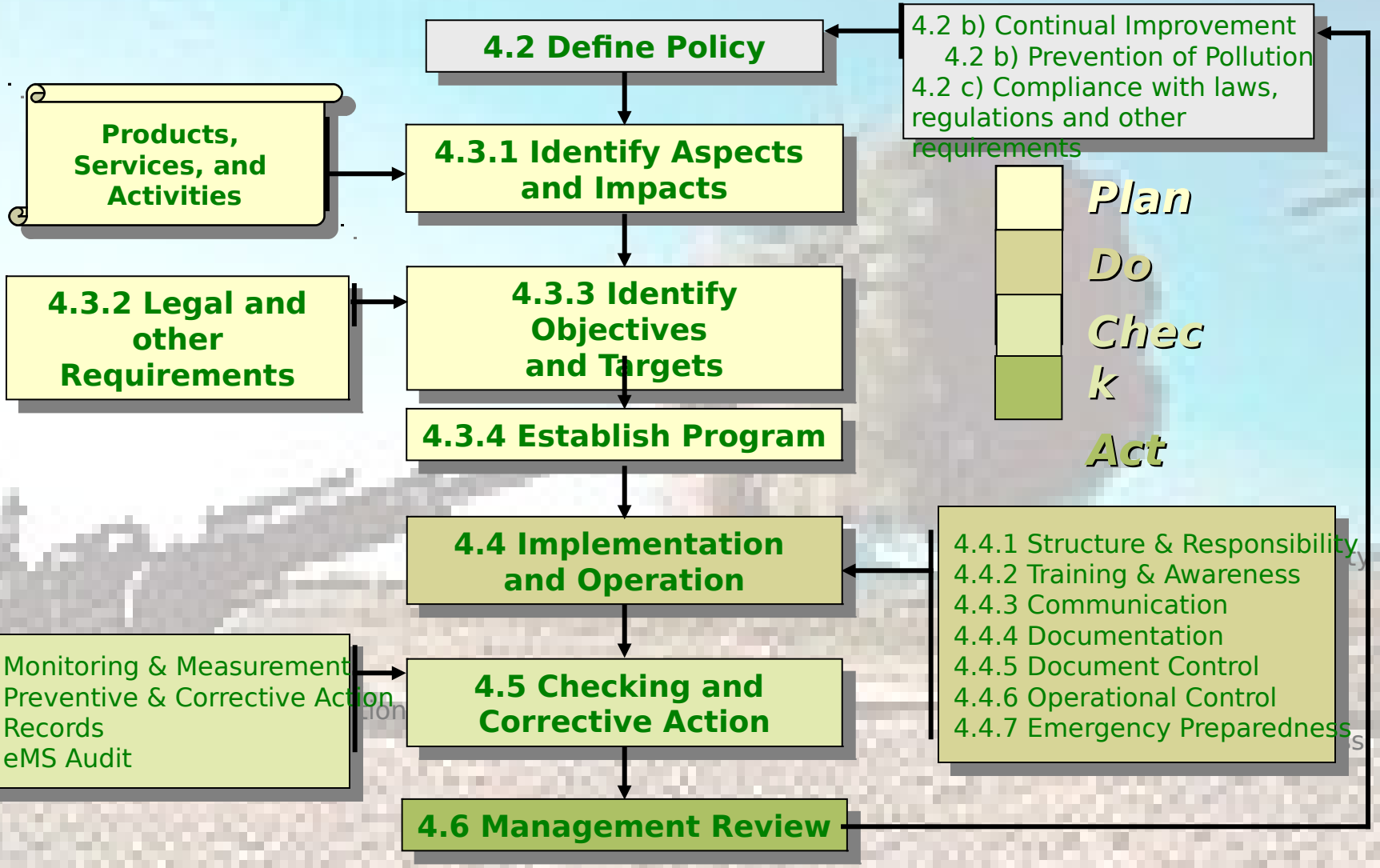
Fundamental Needs of Healthy Organizations



Environmental Management Systems

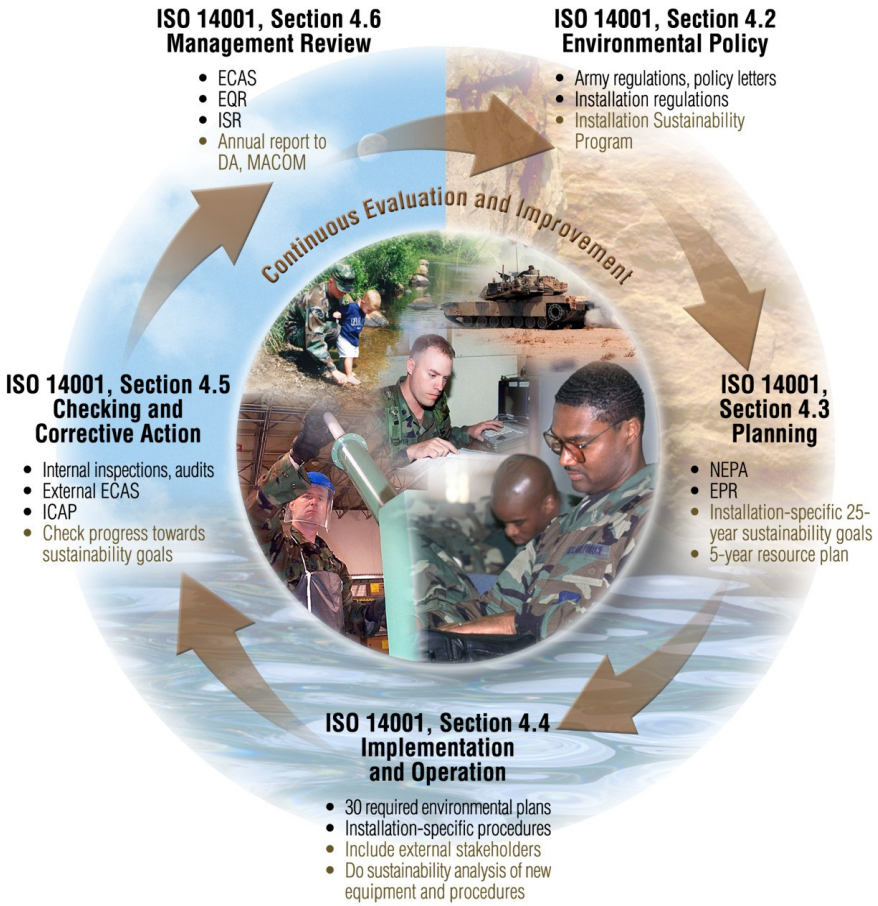


The eMS Model per ISO 14001



Many parts of eMS are currently in place

- Audits (EPAS and CLRT)
- Planning documents
- Permit monitoring
- Measurement
- Emergency preparedness & response
- Some training and records
- Environmental and quality policies
- Procedures & work instructions



…It's just that sometimes the parts don't work together, fail to interact with other parts of the installation or simply aren't effective!

eMS Implementation Metrics

- "Implementation" metrics: Initial milestones in the continual improvement process
- DoD-defined minimum necessary to meet E.O. 13148 goal at each appropriate facility with DA suspense dates:
  - An environmental **policy statement** (consistent with DoD and Component eMS policies) - ***30 Sept 03***
  - A **self-assessment** - ***30 Mar 04***
  - A **written implementation plan** with defined dates, identified resources, and organizational responsibilities for implementing an eMS - ***30 Sept 04***
  - A **prioritized list of aspects** - ***30 Mar 05***
  - Appropriate installation personnel have received **awareness-level eMS training** - ***30 Mar 05***
  - Completed at least one **management review** in accordance with the installation's documented procedure for recurring internal eMS management review - ***31 Dec 05***

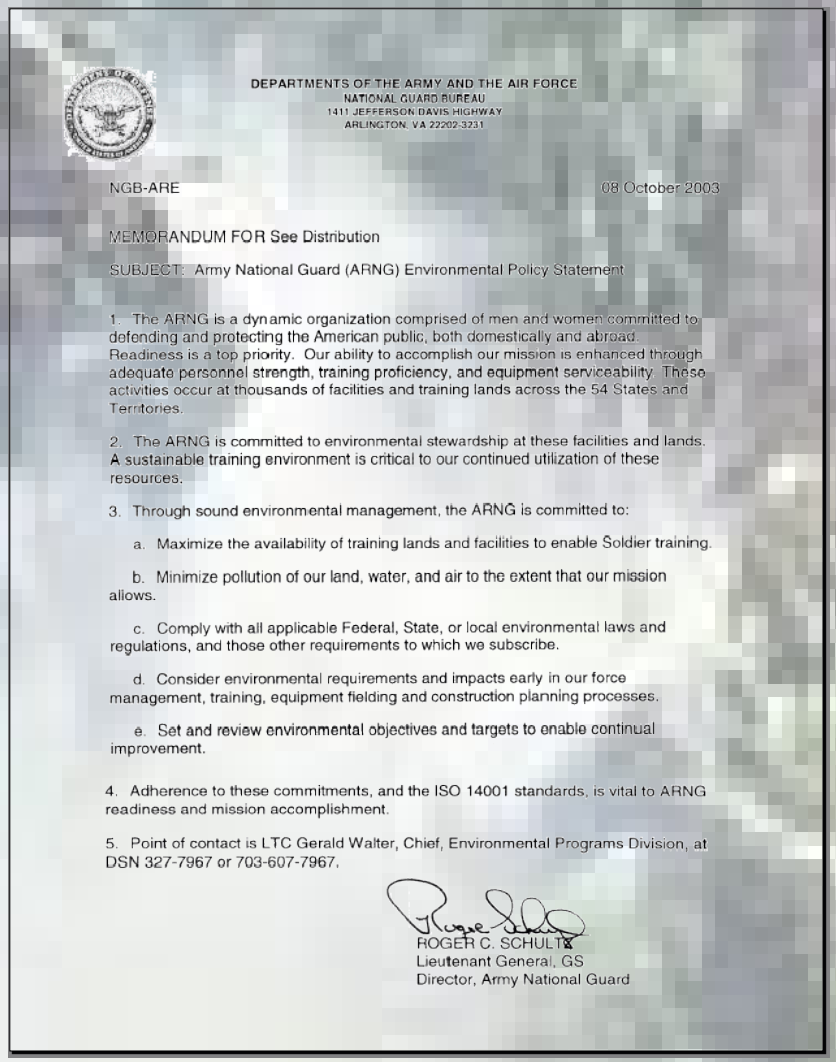
eMS Metrics

- **The Way Ahead ….**
  - **NGB-ARE working with the Environmental Advisory Board eMS committee will provide guidance, assistance and tools to complete each metric.**
  - **NGB-ARE will provide eMS information and guidance to the state Management Representative and Environmental Manager (your eMS champions) to coordinate eMS completion.**
  - **Metric completion must be reported to the NGB-ARE POC as each metric is completed; NGB-ARE will in-turn report metric completion status to DA/DoD.**

*** All state ARNG management representatives should be designated and names provided to NGB-ARE at this time! State Environmental Managers will be furnished a copy of all**

eMS Metric #1 - Due 30 Sep 03

- **Develop an Environmental Policy Statement**
  - **NGB's policy statement should help to shape yours.**
  - **When completed, forward your policy statement to NGB-ARE.**
  - **The policy statement must include minimum required content as**



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
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NGB-ARE 08 October 2003

MEMORANDUM FOR See Distribution

SUBJECT: Army National Guard (ARNG) Environmental Policy Statement

1. The ARNG is a dynamic organization comprised of men and women committed to defending and protecting the American public, both domestically and abroad. Readiness is a top priority. Our ability to accomplish our mission is enhanced through adequate personnel strength, training proficiency, and equipment serviceability. These activities occur at thousands of facilities and training lands across the 54 States and Territories.

2. The ARNG is committed to environmental stewardship at these facilities and lands. A sustainable training environment is critical to our continued utilization of these resources.

3. Through sound environmental management, the ARNG is committed to:

a. Maximize the availability of training lands and facilities to enable Soldier training.

b. Minimize pollution of our land, water, and air to the extent that our mission allows.

c. Comply with all applicable Federal, State, or local environmental laws and regulations, and those other requirements to which we subscribe.

d. Consider environmental requirements and impacts early in our force management, training, equipment fielding and construction planning processes.

e. Set and review environmental objectives and targets to enable continual improvement.

4. Adherence to these commitments, and the ISO 14001 standards, is vital to ARNG readiness and mission accomplishment.

5. Point of contact is LTC Gerald Walter, Chief, Environmental Programs Division, at DSN 327-7967 or 703-607-7967.

ROGER C. SCHULTZ
Lieutenant General, GS
Director, Army National Guard

Environmental Policy … ISO 14001 requirements

- **Top Management [Leadership] shall define environmental policy and ensure that it:**
- is appropriate to the nature, scale and environmental impacts of the state's/ installation's activities, products or services [aspects];
- **includes** a commitment to continual improvement and Pollution Prevention;
- **includes** a commitment to comply with relevant legislation and regulations, and to other requirements to which the organization subscribes;
- provides the framework for setting and reviewing environmental objectives and targets;
- is documented, implemented and maintained and communicated to all employees;
- is available to the public;
- addresses overall mission enhancement (DA purpose for adopting eMS)

Required Content

eMS Metric #2 - Due 30 Mar 04

- **Perform a Self-Assessment**
  - **NGB-ARE working with the Environmental Advisory Board eMS committee recommends the " *Gap Analysis Scoring Sheet* " as the ARNG self-assessment tool.**
  - **This tool can be located on GKO at:** *Installations, Logistics and Environmental/Environmental Programs/Environmental Management Systems (EMS)/EMS Document Library/EMS Tools and Examples/ EAB recommended self assessment tool.xls*
  - **The self-assessment will provide you with gap analysis of your eMS requirements to determine where work is required.**
  - **Send your completed Gap Analysis Scoring Sheet to NGB-ARE to indicate metric completion.**

eMS Metric #3 - Due 30 Sep 04

- **Develop a written Implementation Plan**
  - **A draft template for the eMS Implementation Plan was provided by NGB-ARE at the FY03 National Environmental Workshop in March 2003.**
  - **This tool can be located on GKO at: *Installations, Logistics and Environmental/Environmental Programs/Environmental Management Systems (EMS)/EMS Document Library/EMS Tools and Examples/* EMS Implementation Plan Template**
  - **The purpose of the Implementation Plan is to map the specific steps (who, what, where, when) to develop your eMS and identify resource requirements…funding, personnel, etc.**
  - **While developing your plan, consider cross functional team input, timelines, training, metrics, etc.**
  - **When completed, send your written plan to NGB-**

eMS Metric #4 - Due 30 Mar 05

- **Determine your Aspects and Impacts**
  - **This is the toughest and most important task: … it requires the right team (the activity owners) … by evaluating all of the activities/processes that occur, you can determine the aspects and actual or potential impacts**
  - **The team … requires participation of shop personnel, facility air/water permit owners, hazardous waste disposal personnel, training and range personnel, etc.**
  - **Starts with development of many aspects and potential impacts (maybe hundreds);Ends with a determination of your Significant Aspects and Impacts (1 to teens)**

Aspects and Impacts

- Activities, products or services = The things we do: washrack operations, refueling, parts cleaning, hazardous material/waste storage, pesticide use, grazing, tree cutting, earth-moving, construction, training, range operations, etc.
- Aspects = Environmental aspects of activities, products or services we can control or influence to determine which have an actual or potential impact or the environment
- Impacts = A change to the environment, good or bad, resulting from our activities, products or services
- Significant Aspects and Impacts (A/Is)
  - The few significant A/Is you choose (normally 1 to 10)
  - Candidates for where to focus improvements
- Objectives and Targets (Overall goals and quantifiable, measurable detailed performance requirement)
  - Establish performance improvement metrics

Aspects and Impacts in Detail

Example Aspects and Impacts

Activity	Aspects	Impacts
Vehicle Washing	Use of water	Depletion of water resources
Troop Housing	Use of natural gas/ fuel oil (heating) Use of electricity	Depletion of natural gas/ oil Increased air emissions due to power generation
Road Maintenance	Soil disturbance	Increased air emissions

to
VOC emissions
Spills that can affect
drinking water

eMS Metric #5 - Due 30 Mar 05

- **eMS Awareness Training**
  - **Every employee/soldier should be aware of:**
    - **The eMS policy**
    - **What eMS is and where they fit into eMS**
    - **What environmental training they need**
    - **Their specific environmental job requirements**
    - **Whom to contact for help**
- **Leaders should have executive training**
    - **Distribute this briefing to the senior**

eMS Metric #6 - Due 31 Dec 05

- **Conduct a Management Review**
  - **TAG, D/ATAG, EQCC, selected leadership review :**
    - **Objective and target completion**
    - **Finding from EPAS and CLRT audits**
    - **Installation Corrective Action Plan completion**
    - **Regulatory enforcement actions and root causes**
    - **Suitability of eMS in regard to changing conditions**
    - **Concerns of internal/external stakeholders**

eMS focuses on activities and processes…

"Build the Right Team"

- ***eMS requires an integrated team effort to:***
  - **determine aspects and impacts**
  - **develop the plan**
  - **implement the plan**
  - **achieve the goals**

* *Train the team early so they understand eMS and their roles*

- ***The eMS management representatives and environmental management personnel will:***
  - **champion the eMS program**
  - **provide technical expertise and assistance**
  - **but they are not the process owners (shop, facility, range, training area, logistics and aviation personnel) who will develop aspects/impacts, implement eMS and meet objectives.**

VCSA Guidance on EQCCs

VCSA memorandum, Subject: Installation Environmental Compliance, dated 15 FEB 2002

"3. Commanders will use their Environmental Quality Control Committees, in accordance with AR 200-1, as a tool to manage their Environmental Program. In addition to ensuring that environmental issues are integrated throughout the installation, these committees provide an excellent forum for developing and executing Installation Corrective Action Plans, reviewing progress toward achieving goals and objectives, and directing valuable resources. Installation Commanders will ensure that their environmental plans" cover at least 5 years and include resource requirements.

The Adjutant General's EQCC

Environmental Quality Control Committees (EQCCs) are an extremely important component of the eMS Development and Implementation process and to ensure completion of environmental program requirements to enable soldier training and support mission accomplishment.

- AR 200-1, Paragraph 15.11 requires Installations, Major Subordinate Commands and MACOMs (State HQs and NGB) to establish an EQCC to advise the command on environmental priorities, policies, strategies, and programs. **EQCC members represent the operational, engineering, planning, resource management, legal, medical, and safety interests of the command**, including tenant activities.

- In addition, Army leadership ((DASA(ESOH) and ACSIM) expects reports on state EQCC involvement with eMSs and regulatory enforcement (ENFs/NOVs) action corrective actions.

- The charter of the National Guard Army Range Sustainment Integration Council (NGARSIC) was modified

Ties to other Metrics

- **State Performance Indicator Reporting System**
  - **States must complete each of the 6 eMS metrics by the designated suspense date**
- **Strategic Readiness System -**
- **<u>Core Competency</u> - Provide Environmental Stewardship**
  - **% installations meeting Environmental Quality Index for DoD Measures of Merit (MOMs)**
  - **% installations achieving low environmental risk rating based on Army Environmental Risk Model (AERM)**
  - **% installations meeting compliance site reduction objectives**
  - **% installations on track to meet their**

How Can You Support eMS?

- Provide Senior leadership emphasis and commitment as the foundation of your eMS
- Communicate that commitment to your staff and throughout your state
- Chair and/or keep abreast of your EQCC activities
- Appoint a management representative with the energy, dedication and authority to achieve success
- Ensure the activity and process owners develop and implement the program to enhance the mission
- Ask hard questions and and expect active participation at all levels of the

Summary

- Developing and implementing an eMS is required and a smart thing to do.
- Leadership emphasis and involvement is the key to success.
- The focus of eMS is on the mission while simultaneously fulfilling our environmental steward role
- An integrated cross-functional team is important
- Get the team trained in eMS early
  (NGB sponsors centrally funded courses regularly)
- eMS helps to ensure sustained use of

Questions and Assistance

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